## CITY OF WAUKESHA

## **VISION**

The City of Waukesha will be recognized by residents, businesses, industry and visitors as an innovative, dynamic, diverse and historic community of choice.

## **MISSION**

We are dedicated to enhancing the community's quality of life through efficient, effective and responsive government.

# ORGANIZATIONAL VALUES:

Accountability
Collaboration
Customer Orientation
Diversity
Innovation
Integrity
Professionalism
Respect
Teamwork



## STRATEGIC PLAN 2009 (2009-2013)

**GOALS** 

THE CITY OF WAUKESHA WILL BE ...

SAFE AND SECURE

WELL MANAGED AND FINANCIALLY SOUND

**CUSTOMER FOCUSED** 

**ECONOMICALLY STRONG AND DIVERSE** 

WELL PLANNED, SUSTAINABLE AND ENVIRONMENTALLY SENSITIVE

VIBRANT AND DYNAMIC

## Table of Contents

I	INTRODUCTION 4	
II	VISION, MISSION, VALUES AND GOALS	7
Ш	COMMUNITY PROFILE9	1
IV	ORGANIZATIONAL PROFILE	0
V	ORGANIZATIONAL CHART	11
VI	PRODUCTS AND SERVICES 1	2
VII	CUSTOMERS AND STAKEHOLDERS	13
VIII	STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREA	ATS . 14
IX	GOALS	21 22 23 nunity24 26
Χ	NEXT STEPS	

City Hall 201 Delafield Street Waukesha, WI 53188



Dear Members of the Common Council Residents, Businesses and Visitors of Waukesha:

The Waukesha Common Council, with the support of the Mayor and City Administrator, decided to engage in a process to create a comprehensive Five Year Strategic Plan for the City. In these times of decreasing resources and increasing demands, it is imperative that the City be clear about its desired future and priorities. The Strategic Plan will be used to set organizational direction and guide future decision-making.

The City gave much thought to the outcomes expected from the strategic planning process and who would need to be involved. An extensive RFP process was conducted to identify the best firm to assist the City. The City hired Springsted, Inc., a national firm providing independent financial and management advisory services to public and non-profit organizations. The strategic planning process used by Springsted with the City was designed to answer three key questions:

- Where are we now?
- Where do we want to go?
- How will we get there?

To answer the question "Where are we now?" the critical issues facing the City were identified. A variety of methods were employed to answer this question. The specific approaches taken included:

- Review of existing materials related to City operations
- Survey of Common Council, City staff, key stakeholders
- Focus groups and informal citizen surveys

The Common Council and the City staff believe the involvement of all of these groups in the City's planning process was essential to the creation of a meaningful strategic plan for the City. All members of the Common Council, all City staff and key community stakeholders were surveyed to identify what they see as the City's strengths and weaknesses and the City's opportunities and threats. Citizens were also given the opportunity for input through focus group sessions and a survey tool.

The next step in the process is the Common Council's approval of the City's Core Strategic Plan. Thereafter, the Strategic Planning Team will reconvene and the Springsted Team will share information about best practices in strategic plan implementation, performance measurement and monitoring, and linking the strategic plan to the budget process. This will be followed by identification of priority initiatives for the upcoming year and creation of action plans and accountability measures to ensure we achieve our goals.

The following draft strategic plan defines high level goals and objectives that the organization is pursuing to enhance the community's existing amenities and to make the City of Waukesha "the community of choice." In this plan, the major challenges and opportunities facing Waukesha were identified and the course was plotted. Waukesha continues to be a dynamic city that is proactive rather than purely reactionary. With a vision for the future, we will define our own destiny.

Sincerely,	
Mayor Larry Nelson	City Administrator Lori Curtis Luther

#### INTRODUCTION

#### OVERVIEW

The City of Waukesha's vision is to be recognized by residents, businesses, industry and visitors as an innovative, dynamic, diverse and historic community of choice. How we get there and what success looks like is defined in this plan. It sets our course by identifying high level goals and objectives and establishes performance measures to gauge our progress. Strategic planning is one mechanism to assist our organization in its effort to be a good steward of public finances, constantly seeking more efficient, cost effective ways to provide services.

As the population and geography of Waukesha grow and our organization aligns itself to meet current and growing citizen demands, we must adopt more professionalized management approaches to problem solving. Completing a strategic plan is only the first step in an ongoing process of integrating more sophisticated government management. Next steps include creating detailed supporting work plans for each department which will link to the overarching goals and objectives, developing additional performance measurements and incorporating these components into the budget process.

#### OUR STRATEGIC PLANNING PROCESS

Beginning in July 2008, Springsted guided City staff through a step-by-step process that resulted in the creation of a Draft Strategic Plan for the City. The process was designed to help City staff answer three key questions:

- 1. Where are we now?
- 2. Where do we want to go?
- 3. How will we get there?

To answer the question "Where are we now?" the critical issues facing the City needed to be identified. In partnership, the City and the Springsted Team employed a variety of methods to answer this question. The process began with a review of existing materials, such as the budget, the annual financial report, the City land use plan, etc., and conversations with City leadership by the Springsted Team. This was followed by a survey of the Common Council, City staff and key stakeholders, focus group meetings with citizens and a facilitated session with the Common Council. The goal of the survey, focus group meetings and session with the Common Council was to get their input on the internal strengths and weaknesses and the external opportunities and threats for the City of Waukesha. This information was then summarized by Springsted for the Strategic Planning Team to use to identify the critical issues facing the City.

The Common Council, City staff and key stakeholders were surveyed using a web-based survey. This format was used to make it as easy and as simple as possible for persons to participate. In addition, paper copies of the survey were placed in the local libraries for those citizens who did not have access to the internet.

A facilitated session was then held with the Common Council to provide them an additional opportunity to give input on what they saw as the City's strengths, weaknesses, opportunities and threats and what they thought should be the City's priorities.

All citizens were also invited to attend one of three focus group sessions. These sessions were held at various times throughout the day to ensure the maximum number of citizens possible had the opportunity to participate. The focus group sessions were designed, with input from the City, and facilitated by the Springsted Team. Electronic hand held devices were used to obtain citizen's responses to a variety of questions related to the City's strengths, weaknesses, opportunities and threats. The electronic devices ensured confidentially in voting and were used to encourage participation and forthrightness by all present.

It was agreed that involvement of all of these groups in the City's planning process was essential to the creation of a meaningful strategic plan for the City.

Two different teams were formed in the City to assist with the actual creation of the City's strategic plan. They were:

- Strategic Planning Team (SPT)
- Plan Development Team (PDT)

The SPT consisted of 21 members including the Mayor, Council President, the City Administrator and representatives from all city departments and the business improvement district. The SPT began by identifying the City's products/services, internal and external customers, and key stakeholders. The SPT used this information along with the information gathered from the surveys, facilitated sessions, and focus groups to answer the question "where are we now?" The SPT then created a mission, values, vision and goals for the City, by doing this, the SPT answered the question "where do we want to go?"

Before proceeding with the process, the SPT paused and asked the Common Council, City staff, citizens and key stakeholders to give them feedback on the work done thus far. The feedback was overwhelmingly positive and resulted in few changes to the City's Draft Strategic Plan.

The next step was to determine what objectives and initiatives the City would pursue to make the goals a reality and how the City would measure its progress. The PDT, a subset of the larger SPT that consisted of 8 members, was primarily responsible for drafting this portion of the plan. Those selected for the PDT included the City Administrator and various Department Heads. The components of the strategic plan developed by the PDT were designed to answer the question "how will you get there?" and were reviewed and approved by the SPT before inclusion in the final draft.

#### DEFINITION OF STRATEGIC PLANNING TERMS

Customers are any person, group or organization receiving City products and/or services.

Goals are broad statements of measurable outcomes to be achieved on behalf of the City's customers.

Initiatives are specific programs and activities that will help the City meet its goals and performance targets.

Intermediate Measures are performance measures designed to illustrate how well the City is doing on achieving its objectives.

Mission is the City's statement of purpose and its fundamental reason for existence.

Objectives are statements of what the City must do well or the barriers that the City must overcome to achieve a specific City goal.

Outcome Measures are performance measurements designed to illustrate how well the City is doing on achieving its goals.

Products/Services are deliverables that the City's customers receive.

Stakeholder is any key person, group or organization that can place a claim on an organization's attention or resources or that is affected by the organization's programs and/or services

Values are the principles that govern organizational behavior and the way the City does business.

Vision is the City's shared image of future success and the City's desired future state.

#### VISION, MISSION, VALUES AND GOALS

## **VISION**

The City of Waukesha will be recognized by residents, businesses, industry and visitors as an innovative, dynamic, diverse and historic community of choice.

#### **MISSION**

We are dedicated to enhancing the community's quality of life through efficient, effective and responsive government.

#### ORGANIZATIONAL VALUES

Accountability - Take personal responsibility for our actions. Accept consequences for unsatisfactory performance and recognition for exceptional performance.

Collaboration - Build external partnerships to maximize resources and achieve common goals.

Customer Orientation - Provide exceptional service with a caring attitude and sense of urgency. Listen and respond to ideas and concerns with fairness and with flexibility whenever possible.

Diversity – Recognize the varied cultural, social, ethnic and age groups that comprise our community and embrace a sense of community.

Innovation - Foster positive change through creative thinking, use of new methods, and application of technology to further enhance productivity.

Integrity - Exemplify a high level of trust, honesty, and ethical conduct.

Professionalism - Perform our jobs at a high standard that achieves excellent quality with opportunities for employee education, training and professional development to build capacities and broaden competence.

Respect - Treat all people in a fair, dignified, courteous and equitable manner.

Teamwork - Work cooperatively within our organization and throughout our community.

Note: Contractual employees and vendors will also be made aware of our organizational values.

#### **GOALS**

THE CITY OF WAUKESHA WILL BE ...

SAFE AND SECURE: Work in partnership with the community to prevent, respond to and mitigate unsafe conditions and emergencies with a focus on problem solving.

WELL MANAGED AND FINANCIALLY SOUND: Develop fiscally sound financial practices and effectively manage public resources within budgetary limitations. Be a good steward of public finances, continually seeking more efficient, cost effective ways to provide services.

CUSTOMER FOCUSED ORGANIZATION: Provide prompt and responsive service with a caring attitude.

ECONOMICALLY STRONG AND DIVERSE: Use strategies and policies that are forward thinking to retain and expand existing businesses, attract new businesses and high quality jobs, and promote quality redevelopment.

WELL PLANNED, SUSTAINABLE AND ENVIRONMENTALLY SENSITIVE: Plan appropriately to be a city whose development, natural resources and public infrastructure are sustainable, accessible, and environmentally sensitive while keeping pace with growth.

VIBRANT NEIGHBORHOODS AND BUSINESS AREAS: Promote attractive and clean neighborhoods with a sense of identity. Promote redevelopment while preserving historical assets.

DYNAMIC CIVIC, CULTURAL AND RECREATIONAL CENTER FOR THE REGION: Foster exceptional programs, services and facilities that promote a continued renaissance highlighting our arts community, musical assets, library services, parks/open spaces and diverse recreational opportunities.

#### **COMMUNITY PROFILE**

The City of Waukesha, Wisconsin was incorporated in 1896 and is a growing, historic, full-service community located in southeast Wisconsin. The City of Waukesha (population 68,030) has a strong identity as an independent community located 15 miles west of Milwaukee, Wisconsin along the shores of the Fox River. The City of Waukesha is the seventh largest city in the state with a daytime population estimated at approximately 100,000 people. Fueled by broad redevelopment efforts in its historic downtown, Waukesha is well on its way to becoming the cultural and urban center of the county. In 2006, Waukesha was named by Money Magazine as the 36th Best Small City in which to live in the United States (#1 in Wisconsin). The City of Waukesha was designated two years in a row as one of the 100 Best Communities for Young People by the America's Promise Alliance. The City of Waukesha is located in Waukesha County, Wisconsin's third most populous county, which has the second largest tax base in the State. Waukesha County was also ranked in Forbes' Magazine as one of America's Best Places to Raise a Family.

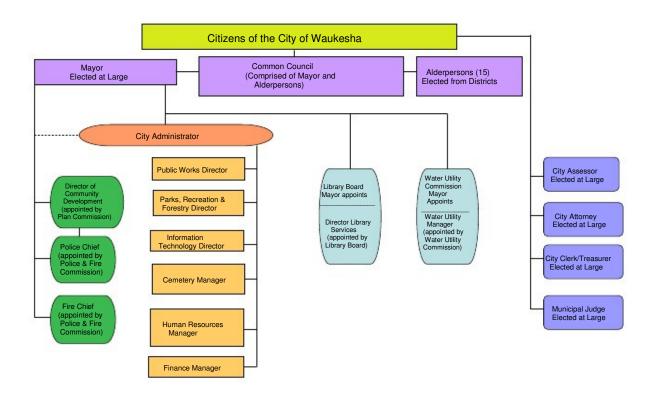
The City of Waukesha is located in one of the fastest growing and wealthiest counties in Wisconsin and is experiencing its own commercial and residential boom. Central to Waukesha's growth and development has been the rejuvenation of its historic downtown with a thriving arts district that includes numerous galleries, a historical museum and a performing arts theater. More than 9,000 employees are located in the downtown area and over 4,500 residential units. The City of Waukesha developed a beautiful new Riverwalk that winds through three miles of downtown along the banks of the Fox River. Waukesha hosts a lively arts community ranging from the Waukesha Symphony Orchestra and Waukesha Civic Theatre to the Waukesha Choral Union and summer concerts at the Les Paul Bandshell. The boutique Clarke Hotel and fine dining establishment The Black Trumpet recently opened downtown, adding to the cultural and urban environment.

Located on the west side of the Milwaukee metropolitan area, Waukesha is less than an hour's drive to the State Capital in Madison. Several I-94 and I-43 interchanges provide quick access to and from the commercial and industrial areas of the City. General Mitchell International Airport in Milwaukee is less than a 30 minute drive from Waukesha. In addition, Waukesha County's Crites Field is centrally located in Waukesha and is used by business and recreational aircraft. Major employers in Waukesha include General Electric, Pro Health Care, Carroll University, Waukesha Engine, Metal Tek, Cooper Power and Navistar.

Education is a top priority for the Waukesha community. There are excellent public and private schools from K through 12 in the City. The City is home to the well regarded four year liberal arts school, Carroll University and the University of Wisconsin-Waukesha, a two-year university. This City is also served by Waukesha County Technical College. Waukesha residents place a high priority on their young people. The Waukesha Youth Collaborative was formed several years ago as a partnership between the city, school district and 35 non-profit organizations dedicated to helping young people.

#### ORGANIZATIONAL PROFILE

The City of Waukesha is an independent, full-service municipality governed by a Mayor elected at large and a fifteen member Common Council elected from fifteen aldermanic districts. The Mayor serves as the City's chief executive officer. Appointed by the Mayor and approved by the Common Council, the City Administrator serves as the chief administrative officer and is responsible for the day-to-day operations of the City, providing leadership and direction to the City's management staff. The City has a talented and tenured group of department heads that work collaboratively in the planning for and delivery of city services, including the Police Chief, Fire Chief, Public Works Director, Community Development Director, Finance Manager, Library Director, Information Technology Director, Cemetery Manager, Parks, Recreation and Forestry Director, Human Resources Manager and Water Utility General Manager. The City also has an elected Assessor. City Attorney and Clerk-Treasurer, all of whom work very closely and cooperatively with the City Administrator and City staff. The Common Council, through standing committees, provides policy oversight of City activities, services, and programs. The City is also assisted in its policy development by numerous Boards and Commissions. The City employs approximately 575 full time employees along with an additional 300 seasonal employees in the summer months. The City's 2009 budget is approximately \$128 million.



#### PRODUCTS AND SERVICES

External Products/Services

Cemetery

Community Planning and Land Use Management

**Economic Development** 

Elections

**Emergency Management** 

Financial Reporting

Geographic Information Systems

Inspections and Code Enforcement

Library

Licenses and Permits

Municipal Court

Parks, Recreation and Forestry

Property Assessment

Public Information

**Public Safety** 

Public Works

Tax Collection

Transit

Water Utilities

Internal Products/Services

- •Finance
- •Geographic Information Systems
- •Human Resources
- Information Technology
- Legal

#### **CUSTOMERS AND STAKEHOLDERS**

Customers\*

Residents

**Taxpayers** 

**Business and Industry** 

**Community Organizations** 

Developers

**Educational Institutions** 

Media

Non-Resident Users

Other Government Entities

Other Regulatory Bodies

Visitors

Workforce Commuters

#### Stakeholders

Committee and Commission Members (Citizens)
Community Organizations (Volunteer groups/Chamber)
Developers
Educational Institutions
Labor Unions
Local Businesses and Industry
Media
Other Governmental Entities
Service Contractors/Vendors
Volunteers/Donors/Charity Organizations

\*The Strategic Planning Team and Plan Development Team discussed the term "customer" at length. Feedback from the Common Council, staff, stakeholder and citizen surveys was varied on the subject of using this term. Ultimately, the group decided to define "customer" in an attempt to be as inclusive as possible of the varied individuals, as outlined above, who interact with and receive services from the City. In addition, the term was carefully selected with the intent of elevating the importance of who we serve and the way they are served.

#### STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

The process of collecting input for the City's Strategic Plan from the Common Council, City staff, citizens and key stakeholders occurred in July and August 2008. As mentioned earlier in this report, all of these groups were asked for input on the City's strengths, weaknesses, opportunities and threats (SWOT Analysis). This information was then summarized by the Springsted Team and used by the SPT to identify the critical issues facing the City.

Approximately 165 citizens participated in either the web-based survey process or the focus group meetings held for citizens. In addition, 34 key stakeholders, representing business/industry owners, government entities, nonprofit organizations, community groups and the media, provided input via the survey process.

Of City leadership and staff, all 15 members of the Common Council and 98 staff provided input.

There was a great deal of agreement among respondents concerning the City's strengths and more variety in the responses concerning the City's weaknesses. This resulted in a longer list of weaknesses than strengths. However, the City clearly has significant strengths upon which to build and which can be used in its efforts to address the areas in need of improvement.

Those who gave input also saw the City as having opportunity in many areas. Not surprisingly, many of the threats were related to the economic downturn all localities were experiencing at the time of the survey and which continues to be a significant challenge.

There was also some conflicting input provided by respondents. For example, some cited City leadership as a strength and others cited it as a weakness. The process sought everyone's honest perceptions and input. All input was included despite the apparent conflicts to ensure the City was made aware of the range and variety of perceptions, opinions and feedback received.

#### **STRENGTHS**

- Community spirit in the City is strong. Stakeholders surveyed were proud of the City's location, history and appearance. They were clearly committed to the community. Many felt the City's location, history and appearance contributed to and will continue to be an integral part of the City's ability to provide a high quality of life for its citizens.
- The quality of economic development overall and, more specifically, the quality of development in the downtown area of Waukesha was also viewed as a significant strength and received many positive comments.
- A significant strength for the City is City leadership. City leadership was described as
  forward thinking and responsive to citizens. The management staff is viewed as strong
  and a group that works well together. There was also a great deal of satisfaction
  expressed with the new City Administrator and Public Works Director.
- City employees are viewed as very dedicated and committed to providing quality services despite the challenges inherent in operating on a tight budget. Overall, they are viewed as experienced, knowledgeable, flexible, and committed to teamwork and cooperation across departments. The addition of new staff with new ideas and staff commitment to improvement of City services was also noted as a strength.

- The strong leadership and responsiveness of both the Police and the Fire Departments were also seen as a significant strength. The addition of new staff to these departments and the addition and enhancement of Police and Fire Department facilities was also viewed as very positive.
- The amount and quality of parks in the City was praised by many. The City was described as having really great parks and green space for citizens. In addition, the quality of services provided by the Parks and Recreation Department was praised.
- The City was also viewed as having made significant advances in the area of information technology, especially with respect to the addition of e-government services for citizens.

#### **WEAKNESSES**

- The lack of long range planning for the future was one of the primary weaknesses cited by those surveyed. The City was described as lacking in vision, clearly defined goals and overall direction for the future.
- Despite acknowledged strengths in City leadership, certain aspects of City leadership were also viewed as weaknesses for the City. Overall, City leadership was described as lacking a clear focus for the future, needing improved communication with staff and citizens and lacking accountability. The Common Council was viewed as needing a better understanding of City operations and as needing to decrease a perceived focus on personal agendas in order to focus on the most pressing citywide needs. City management was seen as needing to place more of an emphasis on cross departmental training and cooperation and an increased focus on innovation.
- Like City leadership, City employees were viewed as both a strength and a weakness for the City. Concern was expressed about the level and quality of customer service provided by City employees and a lack of accountability, innovation and creativity among City employees. The lack of employee knowledge of other City departments was also cited as a concern along with a lack of training, especially in information technology, supervision and City policies and procedures.
- Communication with citizens, between management and employees and across departments was another area identified as needing improvement. Citizens want more access to information about City services and employees want more information from management about City operations and the City's future direction. Both citizens and employees would like to see more communication and cooperation across City departments.
- The current property tax rate was viewed as burdensome and higher than necessary. The property tax rate was seen as a weakness for the City in terms of attracting new residents and businesses.
- Funding and other resources and how they are allocated across City departments
  continues to be a significant challenge for the City. City departments are often trying to
  meet the needs of citizens without all of the resources necessary for a thorough and
  timely response.
- An overall lack of recognition of the quality of the work done by City employees, especially given the resources available, was also seen as a real weakness for the City.

- Some employees, in particular, saw the City's policies, procedures and operational systems as complex, restrictive, outdated, and inflexible.
- The City's Human Resources office was seen as not having enough staff for a City the size of Waukesha. Employees would like better communication about benefits and Human Resource policies and procedures. Employees also indicated job descriptions need to be updated and, in some cases, job descriptions need to be created. Those surveyed also viewed a lack of succession planning as a concern for certain City departments.
- Street repair and maintenance is very important to the citizens of Waukesha and an area where they would like to see improvements.
- Although much has been accomplished in the area of economic development in the City, this is an area that those surveyed thought could still use improvement. Specifically, the City was described as not being as proactive as it could be in recruiting new businesses and employers and creating a business friendly environment.
- Those surveyed would also like to see the City focus additional attention on code enforcement, especially as it relates to blighted properties.
- The current mix of housing types available to citizens was seen as a weakness in the City and an area where citizens especially would like to see improvement.
- Many praised the City for advances in the area of information technology, as indicated above. However, the City is still viewed as not making maximum use of technology and not allocating enough resources to information technology personnel and operations. In the opinion of those surveyed, the City needs to update its website, create IT systems that are less fragmented and less problematic to use, provide more IT training to staff, and listen more to user suggestions.
- The City's current budget process was viewed as out of date. There is currently little focus on long term planning or alignment of the budget process with the City's priorities.

## **OPPORTUNITIES**

- Growth and development was cited as a significant opportunity for the City. Large commercial retailers have approached the City for potential development on vacant parcels in the west and southwest areas of the City and construction of a new Walmart and Target are underway. An increased desire by citizens to live in downtown areas combined with the City's downtown revitalization efforts is also expected to contribute to the City's growth and development.
- The City should continue its collaborative efforts with the Waukesha Business Improvement District, the Waukesha & Pewaukee Convention and Visitors Bureau, the Waukesha Downtown Business Association and the Waukesha County Chamber of Commerce to market the downtown and ensure that the greater Waukesha community takes advantage of all of the new development and cultural opportunities. This collaborative relationship has the potential to produce many opportunities for the City.

- The lower unemployment rate in the City, the level of skill of the employee base in the City and the quality and quantity of educational opportunities in the City also presents the City with significant opportunities.
- Continuing to take advantage of advances in technology and providing citizens with enhanced services via technology was also seen as real opportunity for the City. Increased citizen access to the internet, wireless communications and e-government was seen as essential by those surveyed.
- Like information technology, creating services in a manner that is environmentally sensitive and takes advantage of green programs and technology was viewed as an opportunity by many of those surveyed.
- Given the City's current water situation, many survey respondents cited the fact that there are other sources of water available to the City as an opportunity.
- The further development of what the City has to offer in the area of music and the arts was cited as an opportunity the citizens especially hope the City will pursue.
- In these austere economic times, survey respondents cited the need to seek out funding from sources other than those that traditionally fund local government as an opportunity for the City.
- Given that one of the weaknesses identified in the City was the lack of a mix of housing types, housing development was identified as an opportunity for the City to increase the quality of life for citizens.

#### **THREATS**

- The most frequently mentioned threat to the City was the current economic situation. The current economic conditions have the potential to adversely affect the availability of funding for City operations and the cost and quality of City operations. In addition, citizen demand for services in some areas (i.e., social services) can be expected to increase.
- Energy and health care were cited as two areas which need special attention by the City. The rising costs in both of these areas could be a threat to City success if not planned for and responded to appropriately.
- Like all Wisconsin municipalities, the City's finances have been significantly affected by the reduction in revenue sharing from the State of Wisconsin and state imposed property tax caps. This includes a decrease in funding for schools.
- At the same time that the City is experiencing tough economic times and a reduction in funding from the federal and state government, there continues to be unfunded federal and state government mandates that the City must fulfill.
- A significant challenge facing the City is long term planning for the acquisition of water and for the completion of the City's compliance with regulations pertaining to the level of radium in the water within the next 18 months. The City currently has a ten year supply of water and is actively pursuing access to shallow wells as well as evaluating the possibility of acquiring water from the Great Lakes and/or west Waukesha County. The

Mayor has served as the leader on this issue, working closely with the Water Utility General Manager.

- While growth and development is certainly viewed as an opportunity by many of those surveyed, it is also seen as a potential threat to the City and its character if not managed properly.
- Given the size of the tax base in the City, survey respondents expressed concern that taxes might be kept too low to maintain the level and quality of services citizens need from the City.
- A rise in crime or the level of gang activity in the City was identified as a potential threat for the City and survey respondents expressed concern that City would not allocate the resources needed to the Police Department to keep crime from rising.
- A lack of citizen participation in City planning and activities was also viewed as a threat. Those surveyed thought it was essential for the City to promote citizen involvement in government and continually be identifying ways in which that could happen.
- Competition with other areas and their efforts to grow and develop and find the needed financial resources was also seen as a potential threat.
- Intergovernmental relations was another area survey respondents thought should be given attention by the City. Especially in these economic times, the City needs to continue its efforts to maintain and develop relationships with other localities in the area. If the City does not continue its efforts in this area, it could have an adverse impact on the City.
- The number of sex offenders residing in the City was a concern expressed by citizens. Citizens view this as a potential threat to the City's future growth and development.
- While Waukesha has many institutions providing educational services, survey respondents expressed concern about the quality of the education provided and the impact that could have on the City's efforts to grow and develop.
- The City's current public transit system was also viewed as a threat. Survey respondents indicated the City needed a better public transit system. The lack of an improved transit system could pose a threat to the City's growth and development.

## **GOALS**

1.0 SAFE AND SECURE COMMUNITY: Working in partnership with the community to prevent, respond to and mitigate unsafe conditions and emergencies with a focus on problem solving.

## Outcome Measures:

M1	Crime rate – (violent crime and property crime)
M2	Crime clearance rate
МЗа	Average response times
M3b	Percent meeting response time standard (Fire and EMS)
M4	Percent of fires contained to the room of origin
M5	Percent of incidents meeting standard response times (other than Fire and EMS)
M6	Percent of major arterial streets plowed within 48 hours

Objectives	Intermediate Measures
1.1 Prevent incidents through involvement and education of the community (address crime, safety and quality of life issues)	M1.1a Number of formal presentations M1.1b Participation rates in formal presentations
1.2 Minimize unsafe conditions and environments which includes code enforcement activities	M1.2a Percent of inspections completed on schedule M1.2b Voluntary Compliance rate vs. Rate of escalation M1.2c Number of liability claims filed against City for injuries sustained as result of unsafe conditions (preventable)
1.3 Effectively respond to disasters (mitigation, preparedness, response and recovery)	M1.3 Number of hours employees participated in training classes. Number of drills and exercises participated in by city employees.
1.4 Secure adequate resources (staffing, equipment, etc.) to meet service demands	M1.4 Overtime costs required to meeting minimum staffing levels

Objectives, cont.	Intermediate Measures, cont.
1.5 Identify greatest potential problem areas and adjust programming and target resources to reduce problem areas	M1.5a Number of responses to analyzed data M1.5b Number of volunteers, Volunteer hours, value of volunteer time
1.6 Maintain safe street conditions	M1.6a Types of streets cleared within 48 hours M1.6b Percent of trees pruned on schedule (within 6-8 years is City standard)
1.7 Improve employee skill levels and ensure employees are adequately trained and cross trained to perform required functions	M1.7 Number of training sessions and number of attendees

## Initiatives:

- Inventory existing community partnerships that address public safety issues and identify additional potential partners, i.e. the Library security project
- Expand the pool of citywide employees to assist with snow removal
- Review and test emergency plans in order to comply with Homeland Security mandates
- Promote appropriate staffing levels through development of guidelines/standards
- Inventory, assess and set minimum standards for equipment and facilities

2.0 WELL MANAGED AND FINANCIALLY SOUND CITY: Develop fiscally sound financial practices and effectively manage public resources within budgetary limitations. Be a good steward of public finances, continually seeking more efficient, cost effective ways to provide services.

#### Outcome Measures:

- M1 Bond rating
- M2 Equalized tax rate
- M3 Fund balance reserve as percent of general fund
- M4 Unqualified Audit opinion

Objectives	Intermediate Measures
2.1 Diversify funding sources	M2.1 Percent of revenue that is non-tax
2.2 Enhance existing long term financial planning	M2.2 Process for long term financial planning is established
2.3 Maintain or improve City's bond rating	M2.3a Direct net debt per capita M2.3b Full value growth (3 year average)
2.4 Maintain sufficient reserve fund	M2.4 Undesignated fund balance or percentage of general fund budget
2.5 Maintain stable debt service payments	M2.5 Total general debt service payments, excluding Tax Increment Financing, as a percent of general fund expenditures
2.6 Maximize the recovery of costs	M2.6 Percent of cost recovery

## Initiatives:

- Implement a grant policy
- Incorporate strategic planning into the annual budget process, including performance measures
- Refine outcome measures and establish targets
- Implement an annual review of existing user fees
- Create multi-year operational budget forecasts
- Implement some centralized purchasing
- Pursue departmental accreditation or other professional standards

3.0 CUSTOMER FOCUSED ORGANIZATION: Provide prompt and responsive service with a caring attitude.

#### Outcome Measures:

M1 Number of complaints and compliments

M2 Customer Satisfaction

NOTE: Highlighted in blue are outcomes that we want to measure but do not yet have the ability to do so

Objectives	Intermediate Measures
3.1 Increase accessibility to City services	M3.1 Number of eGov Initiatives
3.2 Build a customer focused organizational culture	M3.2 Utilization of customer satisfaction data from survey
3.3 Maintain a competent and capable workforce whose diversity is representative of the community	M3.3a Obtain funding for a performance evaluation system M3.3b Average number of trainings per employee per year M3.3c Number of employees receiving training
3.4 Streamline processes and procedures to be more responsive to customer needs	M3.4 Number of processes improved based on customer feedback data

## Initiatives:

- Make virtual City services available through various technologies
- Establish an annual performance evaluation process
- Establish Citywide customer service standards
- Create a Customer Service Team to lead the development of a customer service culture
  - Select leadership models and provide supervisory training
- Review, standardize and streamline license and permitting processes
- Conduct a statistically valid public opinion survey to assess community satisfaction with City services
  - Establish training schedules for all City employees and centralize training records

4.0 STRONG AND DIVERSE LOCAL ECONOMY: Use strategies and policies that are forward thinking to retain and expand existing businesses, attract new businesses and high quality jobs, and promote quality redevelopment.

#### Outcome Measures:

- M1 Ratio of commercial/industrial/residential tax base
- M2 Number of new jobs created by new and existing business
- M3 Percent change in jobs at Top 10 Employers in City
- M4 Net gain in jobs
- M5 Average salary of employees in new business
- M6 Mean earnings per job

NOTE: Highlighted in blue are outcomes that we want to measure but do not yet have the ability to do so

Objectives	Intermediate Measures
4.1 Encourage retention and expansion of current businesses citywide	M4.1 Number of expansion permits issued
4.2 Attract new employers (that are innovative and sustainable) in all industries	M4.2a Number of new businesses M4.2b Net gain in businesses
4.3 Continue partnerships for central city and urban redevelopment	M4.3 Number of partnerships
4.4 Employ financial tools to foster business growth	M4.4a Dollars issued through incentives M4.4b Return on investment

## Initiatives:

- Increase awareness of existing financial tools such as Community Development Block Grant, Industrial Revenue Bonds, Tax Increment Financing and housing revenue bonds
- Develop and implement a city marketing plan
- Target recruitment of businesses that produce sustainable / innovative products or services
  - Develop a "closer" team once the marketing plan is completed
- Develop an updated comprehensive central city master plan
- Partner with other organizations (i.e. Waukesha Chamber of Commerce) and
- conduct a business survey and follow up with site visits

5.0 WELL PLANNED, SUSTAINABLE AND ENVIRONMENTALLY SENSITIVE COMMUNITY: Plan appropriately to be a City whose development, natural resources and public infrastructure are sustainable, accessible, environmentally sensitive and keep pace with growth.

#### Outcome Measures:

M1 Number of environmental practices implemented
 M2 Compliance with park and open space standards
 M3 Recycled tonnage as percentage of total solid waste
 M4 Water quality and quantity: radium compliance, compliance with DNR and EPA standards for discharge of wastewater, compliance with DNR and EPA standards for stormwater discharge water quality standards
 M5 Compliance with maintenance schedules

NOTE: Highlighted in blue are outcomes that we want to measure but do not yet have the ability to do so

Objectives	Intermediate Measures
5.1 Maintain public infrastructure in good repair	M5.1a Pavement condition rating M5.1b Percent of infrastructure replaced per year M5.1c Other public works measures
5.2 Educate the community and employees on environmental practices	M5.2 Number of City programs and participation levels
5.3 Increase use of public transportation	M5.3 Bus ridership
5.4 Comply with standards for drinking water, stormwater management, and wastewater management and discharge	M5.4a Percent of untreated water discharged M5.4b Percent of reduction in total suspended solids in stormwater runoff
5.5 Incorporate fiscally sound, sustainable practices into City services, programs, and workforce	M5.5 Energy/money savings
5.6 Preserve environmentally sensitive properties and open space	M5.6 Acreage of environmentally sensitive and open space property publicly owned in the City

## Initiatives:

- Explore options for fleet replacement with fuel efficient vehicles or alterative fuel vehicles
- Identify City supported environmental/green practices and create appropriate development requirements
  Establish environmental standards for vendors and partners
- Centralize facilities maintenance function
- Establish Citywide infrastructure replacement schedules
- Develop and Implement Smart Growth Plan

6.0 VIBRANT NEIGHBORHOODS AND BUSINESS AREAS: Promote attractive and clean neighborhoods with a sense of identity. Promote redevelopment while preserving historical assets.

#### Outcome Measures:

- M1 Number of building permits issued to existing properties
- M2 Percent increase in assessed values
- M3 Compliance with street tree management standards
- M4 Compliance with City's park and open space plan

Objectives	Intermediate Measures
6.1 Maintain and improve neighborhood infrastructure and housing and remove blighted conditions	M6.1a Number and dollar amount of low interest housing rehab loans M6.1b Dollars expended on targeted infrastructures for neighborhood improvement M6.1c Number of housing and property violations M6.1d Number of citations issued M6.1e Voluntary compliance with neighborhood intrastate standards (Aesthetics)
6.2 Create a sense of pride through neighborhood identification	M6.2 Number of neighborhood associations established
6.3 Preserve and restore historical assets	M6.3 Number and dollar amount of historic rehab loans
6.4 Provide a multi-modal* transportation system that links shopping, employment centers, and residential areas  *Multi-modal means "concerning or involving more than one type of transportation, such as the automobile, public transportation and bicycles."	M6.4a Bus ridership M6.4b Bike lane mileage

Objectives, cont.	Intermediate Measures, cont.
6.5 Incorporate Transit Oriented Development practices where practical	M6.5 Number of opportunities offered and participation rates
6.6 Promote the establishment of neighborhood associations in mature areas of the City	M6.6 Number of active associations
6.7 Ensure that there are parks, open space and recreational opportunities available	M6.7 Results of Community Recreation satisfaction report

#### Initiatives:

- Citywide signage initiative (for City gateways and for historic sites)
- Establish an initiative to promote youth volunteerism in partnership with the schools
- Identify established organizations that can help address city needs and be called on as needed to leverage City resources
- Promote the active participation of residents and local businesses in addressing the needs of the neighborhood.

  Establish new redevelopment districts
- Establish a multi-departmental team approach to address neighborhood issues
- Conduct a comprehensive transit study
- Transit oriented development initiative
- · Possible initiative around historic districts or expanding existing historic efforts to
- build on historic assets

7.0 DYNAMIC CIVIC, CULTURAL AND RECREATIONAL CENTER FOR THE REGION: Foster exceptional programs, services and facilities that promote a continued renaissance highlighting our arts community, musical assets, library services, parks and open spaces, and diverse recreational opportunities.

## Outcome Measures:

M1 Customer survey data

M2 Number of City sponsored events/participation rates/evaluation

\*NOTE: Highlighted in blue are outcomes that we want to measure but do not yet have the ability to do so

Objectives	Intermediate Measures
7.1 Preserve and enhance natural resources	M7.1 Park and open space acreage
7.2 Maximize the use of and enhance public and private facilities	M7.2a Number of partnerships M7.2b Level of private/public funding M7.2c Facilities utilization rate M7.2c Library visits per capita
7.3 Maximize the use of volunteers to build capacity	M7.3 Number of volunteers, volunteer hours, value of volunteer time
7.4 Facilitate the increase in cultural and recreational opportunities	M7.4 Number of cultural and recreational opportunities
7.5 Promote regionalism	M7.5 Number of regional partnerships
7.6 Foster existing arts, cultural and recreational groups	M7.6 Number of partnerships with arts, cultural and recreational groups
7.7 Promote communitywide events	M7.7 Number of community events

## Initiatives:

- Inventory all cultural and recreational groups and assets
- Establish a group to network and collaborate on regional cultural opportunities
- Identify partners to expand cultural and recreational program and facility availability
- Increase the participation in the "Adopt a Park" program
- Expand the number and types of Friends groups
  Continue and expand the "Waukesha Reads" program

### **NEXT STEPS**

The creation of a draft strategic plan for the City is a significant first step in the City's efforts to manage more strategically. The draft strategic plan is expected to increase focus on City priorities and long range goals. It is also expected to help City leadership in decision making and resource allocation. To ensure the successful implementation of the draft strategic plan and its continued usefulness, there are a number of steps the City will need to take after the draft Strategic Plan is reviewed and approved by the Common Council.

The recommended next steps are listed below:

- The City will need to develop a Communication Plan to keep staff and the public updated on the progress of the strategic plan.
- The City will need to establish targets for the performance measures identified in the plan. The targets for the outcome measures should be identified first.
- The City will also need to determine and put in place the process, procedures and technology required to track and monitor the City's performance measures.
- The City will need to develop action plans for the priority initiatives for 2009, including steps to be taken, person(s) responsible and expected dates of completion.
- The strategic plan should be viewed as a dynamic document that needs to carefully monitored and adjusted as needed to reflect changes in the City's internal and external environment. At a minimum, an annual review of the plan will need to be done.
- The City will need to revise existing or develop new departmental strategic plans to ensure they are aligned with the City's overall strategic plan.
- The City will need to promote and manage the change required to successfully implement the plan.